Information and Communication Technology
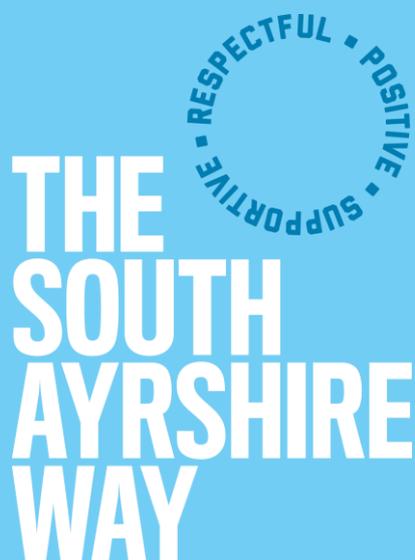# Digital Strategy

A Digital Strategy for South Ayrshire Council 2019 - 2022
16 April 2019

THE SOUTH AYRSHIRE WAY

RESPECTFUL · POSITIVE · SUPPORTIVE

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1. Introduction

This new *Digital Strategy 2019-2022* sets out our priorities and commitments to become a Digital Organisation and continue the evolution of South Ayrshire Council's services through the use of digital technology. It has been developed to ensure that the South Ayrshire can succeed in the digital world while supporting the strategic objectives of the *Council Plan 2018-2022.* This Digital Strategy is separate but complementary to the existing technology-focussed *ICT Strategy 2017-2020*.

This Digital Strategy defines how digital services can deliver positive outcomes for staff, partners and customers. It supports the delivery of the Council vision and enables improvements to be made in service delivery and efficiency. While the Strategy builds upon the work already undertaken on the review of ICT its organisational scope and ambition is much wider. It sets out a fresh approach to the provision of services in a modern efficient local authority operating in a digital age.

The rate of change in digital technology is rapid and growth in the uptake of technologies such as mobile devices, social media, high-speed broadband and open data present huge opportunities for South Ayrshire. This strategy takes account of this pervasive nature of technology and its increasing penetration into all aspects of Council activity, and provides a vision of a digitally transformed Council. It recognises that the implementation of technology and digital services has the ability to change the way services are organised and delivered and has a fundamental role to play in improving efficiency and reducing costs across the organisation.

A Digital Organisation is one that applies the culture, processes, business models and technologies of the internet era to respond to people's raised expectations. To become this, South Ayrshire's Digital Strategy should be seen as more than its' websites and digital access to services. It is imperative that the organisation has a clear and progressive approach to its' digital services and this Digital Strategy must facilitate new internal working practices, provide new ways for customers to find, access and use services, and fundamentally change how we communicate and how we work. Only then can we be considered a Digital Organisation and able to realise the improvements to both the quality of service and staff efficiency that this can bring.

2. Our vision

Our Digital vision is…

> *…to be recognised as a leader in the use of digital services to support the delivery of Council Services to our customers, staff, and partners.*

The vision is aligned with the *Council Plan 2018-2022* and the *ICT Strategy 2017-2020* to ensure that the strategy is customer and business driven.

3. Our approach, our digital principles

Digital must add value to the customer; whether another service within the Council, a partner, a resident, or a local business.

South Ayrshire's approach to digital aligns with the vision set out in the Scottish Government's *Scotland's Digital Future – Delivery of Public Services* and is defined as:

1	Customer focus	Users by default, technology by design. We will put customers at the heart of what we deliver.
2	Privacy and openness	We will keep your data safe and share with you what we hold about you.
3	Collaboration and value for money	We will seek out every opportunity to collaborate digitally with partners to deliver the best value on digital projects.
4	Skilled and empowered workforce	Our staff will have the digital skills necessary to deliver digital services and will feel empowered to do so.

To ensure that we continually look to add value from digital, this approach is supported by the following key principles:

	Principle	*Description*
1	Digital by Choice	Create digital services so good that those that can will choose to use them.
2	Digital by Design	Deliver simple, clear and easy-to-use services that are secure and sustainable.
3	Digital by Default	Look to build seamless, end-to-end processes that are automated, resilient and available 24/7.
4	Digital Culture	Encourage our staff to look outward and engage with customers and partners to create new solutions.
5	Digital Foundations	Technology will be delivered in a one council one way approach and be flexible enough to meet the changing needs of digital service delivery.
6	Digital Leaders	Our leaders will have a digital focus and the necessary skills to lead a digital workforce.
7	Single View	Work towards having a single view of our customers / properties / businesses regardless of the service requested.
8	Open Data	Our data is open and available, allowing use, re-use and sharing by all.

4.   Our priorities

This strategy recognises that the role of technology is no longer to optimise what we do, but to re-imagine what we do, and how we might do it. It looks to take the potential of digital technology to re-design our services around the user (internal and external) to enable services to become more integrated, more proactive, and more personalised.

Four priority areas or themes of service delivery for a digital South Ayrshire are recognised in this strategy. These are:

1.   Our services;
2.   Our staff and partners;
3.   Our people, our place; and
4.   Our information.

Key outcomes from this strategy for each of these 4 areas are outlined below.

4.1.   Our services

To deliver for our services we will:

- Ensure that all digital services developed by South Ayrshire Council meet the Scottish Government's *Digital First Service Standard*.

- Ensure that digital technology is a key consideration in all investment programmes.

- Use technology to optimise service delivery, reduce demand and remove avoidable contact wherever possible.

- Where possible, build seamless, end-to-end processes that are automated, resilient and available 24/7.

- Work towards a single view of our customers allowing us to offer more efficient and customer friendly services.

- Use technology to improve the safety and security of our customers and help people to live independent lives.

- Improve the integration between our online services and the operational systems that are used by our staff to ensure that the customer experience is as joined up as possible.

4.2. Our staff and partners

To deliver for our staff and partners we will:

- Have a leadership team who are digitally literate with a digital focus and the necessary skills to lead a digital workforce.

- Ensure our staff work in a digital workplace which provides solid, reliable and innovative technology solutions.

- Develop a workforce that is empowered, enabled and inspired to realise the benefits of digital and introduce Digital Colleagues to support digital skills across the organisation.

- Ensure our staff have secure access to all appropriate systems and information to allow them to do their jobs efficiently and effectively without being constrained by the technology.

- Introduce new technologies, including mobile devices, to support better collaboration and modern, flexible work styles, helping keep staff connected in the communities they serve.

- Introduce new, innovative, easy-to-use services that improve communication and engagement with staff.

- Support collaboration between staff and partners to share information and knowledge, improve decision-making, streamline service delivery and enable co-production of innovative solutions.

4.3. Our people, our place

To deliver for our people, our place we will:

- Re-design our services around and with the customer, following the *Scottish Approach to Designing Public Services*.

- Follow the four key objectives of the *Digital Learning and Teaching Strategy for Scotland* to ensure that digital technology delivers better achievement and attainment in all our schools.

- Improve the integration between our online digital services and our back-office systems to ensure that the customer experience is as joined up as possible.

- Explore opportunities to use digital to support communities including Place Planning, and general community empowerment actions such as supporting community councils, participation requests, and community asset transfer.

- Increase the number of service requests that can be completed online, and where possible make forms simpler and easier for people to use.

- Ensure our staff are able to assist those who need help using digital services.

- Extend the use of our Digital Colleagues and support our commitment to the SCVO *Digital Participation Charter* to support the development of digital skills in our local communities.

- Continue to provide support to help encourage digital businesses to invest and develop in South Ayrshire.

4.4. Our information

To improve how we manage, store and share our information we will:

- Build on the foundation of GDPR by developing a framework to ensure that our use of data to change services is done in a way that respects privacy, rights, and ethics.

- Develop online services that help to put residents in control of the data that is collected about them by allowing them to see how their data is used, and where it is applicable, can control consent.

- Improve how we manage our information and data and ensure it is accurate, joined-up and able to support integrated, efficient service delivery.

- Ensure that is it widely available, shared appropriately with partners and used to improve decision making.

- Make it available as Open Data whenever possible, increasing the amount of Council information made available and allowing information to be used, re-used and shared by all.

- Provide meaningful visualisations of non-sensitive data through maps and dashboards.

- Reduce our processing and storage costs by ensuring our technology, data and infrastructure platforms are secured to industry-leading security standards, hosted in modern and efficient datacentres.

5. Our digital and technology decision making

It is intended that the governance, monitoring and reporting of actions against this Digital Strategy will follow the governance arrangements adopted for *The South Ayrshire Way: Change Programme*.

6. Digital skills

While the delivery of this strategy requires commitment and leadership from elected members and the Council's leadership team, its' success depends on the digital skills of the Council staff.

Investment in continually developing our Digital skills is essential as the Council moves forward. These skills are a core competency for many of our staff and ensuring that technology, systems, information and data are effectively utilised is essential to both delivering an excellent service and becoming a more efficient Council.

Organisational Development will lead on developing our Digital Skills and will work with the Digital Office for Scottish Local Government and ICT to develop these. It is important that Services have the capacity to support change and the agility to ensure that technology is deployed at a pace which reflects the Council's ambition, through the Digital Skills strategy currently under preparation. This will also include developing the skills and confidence of staff in schools in the appropriate and effective use of digital technology to support learning and teaching.

7.   Measuring our progress

Priority	Our services	Our staff and partners	Our people, our place	Our information
Outcomes	Digital services designed around the user with technology used to optimise service delivery, reduce demand and remove avoidable contact wherever possible.	A digital workplace providing solid, reliable and innovative technology solutions supported by staff who are empowered, enabled and inspired to realise the benefits of digital.	Digital services re-designed for and with communities where the customer experience is as joined up as possible.	An organisation that stores information securely, respecting the privacy and rights of our customers, and shares this appropriately with partners to improve decision making.
Measures of success	1. Customer satisfaction 2. Process improvement 3. Cost savings	1. Digital skill level 2. Channel shift 3. Staff satisfaction 4. Process improvement	1. Customer satisfaction 2. Channel shift 3. Access to digital	1. Process improvement 2. Cost savings 3. Data sharing
Indicators	1. Customer satisfaction survey 2. Number of processes improved through automation and integration 3. Savings achieved from using data and technology	1. Staff skills survey 2. Number of internal transactions completed online 3. Staff satisfaction Survey 4. Number of processes improved through automation and integration	1. Customer satisfaction survey 2. Number of external transactions completed online 3. Number of people accessing our free public Wi-Fi	1. Number of processes improved through automation and integration 2. Savings achieved from using data and technology 3. Number of data sets made available as open data

8.   Supporting documents

This strategy is supported by 3 South Ayrshire sub documents and action plans:

- *ICT Strategy 2017-2020;*
- *South Ayrshire Open Data Strategy; and*
- *Digital Skills Strategy* (in preparation).

It is also aligned to the following national strategies:

- *Scotland's Digital Future – Delivery of Public Services*;
- *Enhancing Learning and Teaching Through the Use of Digital Technology: A Digital Learning and Teaching Strategy for Scotland*;
- *Scottish Approach to Designing Public Services*;
- *Scotland's Digital Participation Charter*; *and*
- *Digital First Service Standard*.

9. Our key actions and timescales

To deliver against this strategy we will:

Our key actions									
Project outline		*Our services*	*Our staff*	*Our people, our place*	*Our information*	*Timescales*			
						2019	*2020*	*2021*	*2022*
Infrastructure	Upgrade the capacity of our corporate and school networks.	✓	✓			▬			
	Expand the corporate and schools Wi-Fi networks and provide public access Wi-Fi in Council buildings across the area.	✓		✓		▬▬			
	Work collaboratively with partners and providers to consider opportunities for improving connectivity.	✓	✓	✓	✓	▬▬▬▬▬▬▬▬			
Systems	Rollout Microsoft 365.	✓	✓		✓	▬▬▬			
	Deliver a new intranet capable of becoming a Digital Workplace for the Council.	✓	✓			▬▬▬▬▬▬▬▬			
	Redesign and rebuild the Council's website with a focus on delivering digital services and digital engagement.	✓	✓	✓	✓		▬▬▬▬▬▬		
	Upgrade and enhance the technology used in our customer service centres.	✓		✓		▬			
	Conduct a fitness-for-purpose assessment of all applications implement the recommendations	✓	✓	✓	✓		▬▬▬		
	Develop and deliver mobile ways of working which are integrated into our models for service delivery.		✓			▬▬▬▬▬▬▬▬			
	Look to develop mobile solutions for our workforce, enabling them to deliver more to our residents in the community.		✓			▬▬▬▬▬▬▬▬			

Our key actions

Project outline		Our services	Our staff	Our people, our place	Our information	Timescales			
						2019	2020	2021	2022
Information	Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery	✓		✓		▬▬▬▬▬▬▬▬▬▬			
	Develop a policy and approach for Open Data.			✓	✓	▬			
	Look to make better use of data to remove the need to apply for grants and services where residents may be automatically entitled.	✓		✓	✓		▬▬		
Services	Look to communicate and engage with our employees using digital technology.	✓	✓			▬▬▬▬▬▬▬			
	Make electronic payslips the default option for our staff.	✓	✓			▬			
	Adopt myaccount as a single sign on for customers to get online.	✓		✓		▬▬▬▬▬▬▬▬			
	Work with the Local Government Digital Partnership and collaborate with other Scottish councils on initiatives and project that exploit digital technologies to reduce the cost of services and improve outcomes.	✓			✓	▬▬▬▬▬▬▬▬			
	Improve the customer experience around booking and paying for the use of Council facilities and services.	✓		✓			▬▬		
	Look to use technology to improve the scheduling of home carers and monitoring of external care suppliers.	✓	✓	✓		▬▬▬			
	Look to use technology to improve public safety and the protection of vulnerable adults and children.	✓		✓		▬▬▬▬▬▬▬▬			
	Improve digital access for our workforce who currently have little or no access to ICT on a day-to-day basis.		✓		✓	▬▬			

Our key actions		Our services	Our staff	Our people, our place	Our information	Timescales			
Project outline						2019	2020	2021	2022
Skills	Improve access to digital technology for all learners.			✓		▬▬▬▬▬▬▬▬▬▬▬▬			
	Develop our employees to be comfortable with the technologies we use to deliver services.		✓				▬▬▬▬		
	Baseline digital skills internally and identify a programme for improvement.		✓			▬▬			